

drug.ARM

ANNUAL REPORT 2024/2025





Front page story - When Rain Falls, Kindness Rises

When severe weather swept through Queensland and Northern NSW, Drug ARM's Street Outreach Services in Ipswich were among the first on the ground offering comfort, supplies, and connection to those impacted.

In Ipswich, volunteer team leader Dave shared a moment that captured the heart of our response. He and his team visited 30 flood-affected homes, offering water, snacks, and something simple but powerful, a cuppa, clean water and a conversation.

"You could see it on their faces. They started to relax. More than a few were hankering for a cuppa after they ran out of water! It might seem small, but that's the power of a cuppa and some conversation." - Dave

After checking in, the team returned with lunches donated by The Salvation Army, ensuring no one was left behind.

"You're a lifesaver," that's what one of the families said when the team returned.

When disaster strikes, headlines fade, but the need remains. Thanks to our donors and volunteers, Drug ARM continues to show up, week after week, reminding people: *You don't have to face this alone. We are here to help.*

WELCOME FROM THE CHAIR

KEN WALKER

It has been a great honour to serve my first year as Chair of the Drug ARM Board. This year, the Drug ARM Board has continued to play a vital role in ensuring strong governance, managing risk, and aligning our programs and activities with our core purpose.

As we look ahead, we are excited to begin actions in our 10-year strategic plan that will guide our response to the emerging and evolving needs of our clients. What we know from 175 years of experience is that meaningful change in addressing the harms of alcohol and other drugs takes time, and this new plan enables us to build on the successes of the past with a focus on the future. Guiding our Board through this process is our leadership values of *Enterprise, Grace, and Integrity*, driving us to enact this new plan with great imagination, compassion, and ethical conviction.

We have witnessed continued growth across our outreach efforts throughout South East Queensland, this year offering 16,945 occasions of support. This expansion is integral to our commitment to supporting individuals and communities impacted by alcohol and other drugs. The ongoing cost-of-living crisis and housing challenges have led more people to seek our support than ever before. Our dedicated team of staff and volunteers has risen to meet this demand, offering 13,967 counselling appointments and 901 group sessions, reinforcing our vision of flourishing people and communities living free from the harms of alcohol and other drug use.

Community support has been critical in enabling us to deliver key services. We are deeply grateful to our donors, volunteers, partners, and funders. Without your generosity and collaboration,



maintaining and expanding our services would not be possible.

As I have had the increasing opportunity in the role of Chair to travel and engage with our staff, volunteers, partners and donors, I have seen firsthand how God is at work through the mission of Drug ARM.

The commitment of our broader community, including management, staff, volunteers, and supporters, inspires our Board every day.

This year saw the departure of two leaders at Drug ARM, Mr Richard Norman and Mr Greg Hehir. We thank Richard and Greg for their dedicated work and commitment to our organisation over many years, and wish them the best in their new endeavours.

I would also like to extend our heartfelt thanks to outgoing Chair Harold Peacock for his service on the Board, and his continued contribution and support as a Board Director and Co-Chair of Drug ARM's Fund Development Committee.

As we close the door on our 175th anniversary celebrations, we remain steadfast in our commitment to the future - continuing to serve with purpose, compassion, and resilience.

As you read this report, we hope you share our sense of pride in what has been achieved together. It is a testament to the power of human kindness and collective action.

Drug Awareness & Relief Foundation Drug ARM (Australia) Chair

CEO'S MESSAGE

BRAD STRONG

As I complete my second year as CEO of Drug ARM, I feel deeply proud of the journey we've taken together. Every day, our people go above and beyond to serve those in need of our free programs and services, embodying the compassion and resilience that define our organisation.

Firstly, and most importantly, I acknowledge the people who place their trust in our team to provide you with quality care, information and support. We see you, we value you, and we will work tirelessly to support you now, and into the future.

Because at Drug ARM, we know it takes a community that is truly relentless in its love to see people restored to flourishing. Most of all, it takes time, because the barriers people face on their journey can seem insurmountable. It doesn't take much for a vulnerable person to lose hope, to feel like just another statistic. But in partnership with our donors and funders, and with the trust of our clients, vulnerable people are finding health, healing and hope through Drug ARM's free programs and services.

This year, our teams have achieved remarkable outcomes. From expanding outreach programs to increasing client engagement, the statistics and stories throughout this report reflect the impact of their dedication. I extend my heartfelt thanks to our staff, volunteers, funders and donors who made this care possible.

Yet the need has never been greater. Housing shortages, cost-of-living pressures, and rising mental health concerns are pushing more people into crisis. Without intervention and loving care, lives unravel and families fracture. With your help, Drug ARM will continue to stand on the streets, in counselling rooms, and beside families who need us most.



Looking ahead, we are entering a financially challenging position. While some of our healthcare services are supported by government funding, we rely heavily on fundraising, bequests, and donations to operate our Street Outreach Services and to cover the gaps in our counselling, group, and family programs. Careful stewardship of reserves has sustained us, but as costs to deliver services rise and government funding is spread too thinly, and the need continues to grow, it's no longer enough.

To continue delivering essential services and respond to growing demand, we've set a bold strategic plan and are well positioned to grow our impact and advocate for increased investment in alcohol and other drug services. If you're not yet involved in the work of Drug ARM, I invite you to join us in creating a real lifeline, ensuring vital programs continue and lives are changed for good.

In closing, thank you to everyone who uplifts and contributes to the work of Drug ARM, and God Bless.

I look forward to what we can achieve together in the years to come.

ANNUAL HIGHLIGHTS

Every day, the team at Drug ARM puts funding and donations to work to help individuals, families and communities impacted by alcohol and other drugs. Our FY2025 impact and highlights were:



13,967

AOD counselling sessions scheduled (adults and families)



901

Group support sessions (adults and families)



16945

Occasions of support from Street Outreach Services



6240

Resources in the Drug ARM Library



SUBSTANCES

methamphetamine (44.54%), alcohol (37.97%), cannabis (13.30%), cocaine (1.94%), heroin (1.65%) and buprenorphine (0.60%).



GOLD COAST

SOS returns to the Gold Coast



94%

Of surveyed clients satisfied to very satisfied with Creating Options program



RELAUNCHED

our Roma Day Program



53,264

cups of water handed out by volunteers at Schoolies Week where Drug ARM operates 1 of 3 recharge zones.



SHOP RE-LAUNCHED

in Capalaba, Brisbane



250+

volunteers (student placement, outreach, Op Shops & Schoolies Week)



4,422

Counselling sessions scheduled for people on probation or parole

SOCIAL IMPACT AND HIGHLIGHTS

Drug ARM's aim is to provide a service that meets client needs and achieves the following outcomes:

WE REDUCE HARMS FROM ALCOHOL AND OTHER DRUGS

WE INCREASE WELLBEING FOR INDIVIDUALS

WE INCREASE WELLBEING IN THE COMMUNITY

WE WORK TO REDUCE STIGMA AROUND ALCOHOL AND OTHER DRUGS

WE PROMOTE THE ALCOHOL AND OTHER DRUG WORKFORCE

IT STARTS WITH A COFFEE.

“Black with two sugars,” or “Just a cup of that red cordial, thanks.”

But for the people who come to Drug ARM’s Street Outreach Service, it’s more than a drink, it’s a lifeline. A moment of dignity, connection, and hope.

Each week, our volunteers show up with kindness and consistency. Sometimes it’s a quick hello, other times a longer chat. The regulars know they’ll be greeted by name, without judgment - just humanity.

Tracey lives in a tent on Brisbane’s northside. After losing her rental due to unresolved property damage, she found herself homeless and alone. At first, she was too afraid to leave her tent, even to shower, after being robbed. But with encouragement from a friend, she came to the Street Outreach Service. Her confidence has grown ever since.

Now, Tracey looks forward to seeing Outreach Coordinator Jason and the community that gathers each week. She shares meals, stories, and even takes leftovers to cook creative dishes on her camp stove including curried sausages (Keens curry powder only!), fried rice, and more. Soon, Tracey will move into social housing. But she still wants to come back and hopes to one day pay forward the kindness she’s received.

This year has been especially tough. Rising living costs and housing shortages have pushed more people into crisis. Large crowds continue to attend our Brisbane inner city services. Our Street Outreach Services are expanding, now reaching the Gold Coast and Hervey Bay, but demand continues to outpace resources.

We don’t receive government funding for this work, which gives us the freedom to respond where the need is greatest. But it also means we rely on donors and partners to keep going.

Each week, our volunteers show up with kindness and consistency. Sometimes it’s a quick hello, other times a longer chat.

PARTNERSHIPS THAT MAKE IT POSSIBLE

Our outreach work is powered by volunteers and staff teaming up with committed partners who share our goal to meet people where they are.

In Brisbane, we’re proud to work with **Brisbane Housing Corporation**, supporting people in social housing who may be facing challenges with mental health or substance use. Together, we provide on-site support and referrals to Drug ARM’s counselling programs.

We also partner with **Community +** in **West End**, where we connect with First Nations people who may be sleeping rough or at risk. Many gather at Peoples Park near Musgrave Park, a culturally significant site, and our outreach team works respectfully alongside Community + to build trust, offer support, and connect people with services in a culturally appropriate way.

This year, we’ve also deepened our connection with **BRIC Housing**, adding their locations to our **night outreach services** across Brisbane’s inner city. These partnerships allow us to reach more people, more often, and ensure that those at risk are met with care, dignity, and practical support.

In Ipswich, we team up with **Salvation Army Bundamba Corps** whose weekly donations of food and meals make our Monday BBQs possible. Volunteer team leader Dave coordinates pickups, and meets volunteers from the **Ipswich Railways RSL Sub-Branch** in a local park where many sleep rough.

In Hervey Bay, we’ve launched a new Tuesday BBQ in Torquay thanks to the **Salvation Army Hervey Bay Corps**, **Hervey Bay Neighbourhood Centre**, and the **Maryborough Baptist Church**, whose volunteers lovingly prepare meals. We’re also grateful to **FoodBasket**, a ministry of the Wesleyan Methodist Church, and other local donors who help us stock supplies.



On the **Gold Coast**, we work closely with **The Salvation Army Gold Coast Temple Corps** and **Council Liaison Officers** to identify hotspots where people are sleeping rough. This partnership allows us to respond quickly and reach those who may not access other services.

In **Mackay**, our Street Outreach Service is an extension of our **Breakthrough for Families** program. We're grateful to **CASA Mackay**, **Ideal Placements**, and **Feros Care**, who join us in bringing vital services directly to people in need. While our team provides tea and coffee, these partners bring staff and volunteers to offer support with housing, employment, and other essential services.

Partnerships are the backbone of our outreach efforts, with collaboration making it possible to offer timely and relevant care, connection and practical support.

THE ROAD AHEAD

Our ageing fleet of outreach vans is struggling. We've had to cancel services due to breakdowns. We have a new, safer vehicle design ready to go and have partnered with Bartons who are providing a generous dealer discount, but each specially equipped vehicle still costs \$75,000, and we still need help to reach our goal.

We're also continually approached to expand our services, but despite these challenges, our volunteers and staff never stop showing up. Their commitment, and your support, makes it possible to meet people where they are, with compassion and care, even in the most trying times.

Thank you to our donors and volunteers. You are the reason we can keep offering lifelines, one coffee, one conversation, one connection at a time.



KIMMY'S FULL CIRCLE GENEROSITY

Six years ago, Kimmy was a regular at Drug ARM's weekly outreach BBQ in Aspley, someone we supported through tough times with warmth and dignity.

We were so delighted to see Kimmy again this year when she returned not for help, but to give back. She donated brand-new BBQ cooking and cleaning equipment to help keep the service running for others in need.

Her gesture is a powerful reminder of the long-lasting impact of community care. It's not just about one meal - it's about connection, dignity, and the chance to pay it forward.

"Thank you for being a friend and a light to so many. I hope this new equipment makes light work and your cooking more enjoyable. It was long overdue, much needed and deserved." – Kimmy

Thank you, Kimmy!



EMPOWERING INDIVIDUALS TO BLOOM IN ROCKHAMPTON

In Rockhampton, healing took shape through art and community.

At a morning tea hosted by our team, Blooms, a striking artwork by Darumbal artist **Ernest Garrett** was unveiled. Commissioned to encourage First Nations engagement with Drug ARM's alcohol and other drug counselling services in Capricornia, the piece reflects the journey of growth, empowerment, and healing that many of our clients undertake.

The event brought together community members, partners, and staff to celebrate culturally responsive care and the importance of creating safe, welcoming spaces for First Nations people to seek support. It was a moment of connection, reflection, and shared commitment to walking alongside people on their path to recovery.





Above: The new Drug ARM Roma facility was officially dedicated by Major Laithe Greenaway of The Salvation Army Bundamba Corps, Hon Ann Leahy MP (Member for Warrego), Chairman Ken Walker, and retired Uniting Church Reverend Harold Kilah. This moment marked not only a milestone in our regional service delivery, but also a celebration of the support that makes our work possible.



A NEW HOME FOR HOPE IN ROMA

This year, Drug ARM Roma opened the doors to its new location at 89–91 Arthur Street, in partnership with The Salvation Army Roma Corps.

The new space strengthens our ability to deliver the **Western Queensland Day Program** and other vital services, offering a more accessible and welcoming environment for individuals and families affected by substance use.

Since 2017, Drug ARM has been a trusted presence in Roma. This milestone honours the dedication of our team and the strength of our community partnerships. With support from **Queensland Health** and generous donors, the Day Program has been extended for another **two years**, ensuring people in rural and remote communities continue to receive the care they need, close to home.

Since 2017, Drug ARM has been a trusted presence in Roma.





EARLY INTERVENTION AND PREVENTION

SCHOOLIES WEEK

Since 1999, Drug ARM has been a visible and compassionate presence at the Gold Coast's Schoolies Week, offering practical support to young school leavers during their celebrations.

In November 2024, 20 dedicated Drug ARM volunteers contributed to over 47,780 combined hours of service across all partners, distributing over 53,260 cups of water and assisting 289 young people. Our Recharge Zone provided a safe space for rest and recovery, and our Executive Director/CEO Brad Strong and Chief Financial Officer personally visited the site to thank volunteers and present certificates of appreciation.

The spirit of peer support was strong, with school leavers looking out for one another and seeking help when needed.

FAMILY SUPPORT PROGRAM

Our Family Support Program reached 62 unique individuals this year, offering tailored assistance to families navigating emotional, mental health, and housing challenges. A highlight was the successful referral of a long-term client after 18 months in motel accommodation to permanent housing, providing a safe and stable home for a family of three.

We also delivered the Triple P Parenting Program, with five participants completing the course. Two fathers stood out for their openness and vulnerability, enriching the group dynamic and demonstrating the value of inclusive, supportive parenting education.

WINANGALABAA AND TARGETED EARLY INTERVENTION

Across our Winangalabaa and Targeted Early Intervention programs, we supported 202 individuals and scheduled 721 case management support sessions. These programs extended into regional communities, including Goondiwindi, Boggabilla, and outreach to Toomelah, offering both individual and group support to young people and their families.

COMMUNITY GROUPS AND PRACTICAL SUPPORTS

Thanks to our committed teams, over 200 group sessions were delivered throughout the year, including playgroups, parenting workshops, and life skills sessions. These gatherings fostered community connection and enabled early interventions related to alcohol and other drug use.

We also supported local school children with nutritious breakfasts before school, once a week in Toomelah, helping set them up for a productive day of learning.

Cultural and practical supports were a cornerstone of our work, with teams assisting families with transport to essential appointments, mentoring, holiday activities, and referrals to other services.

LIBRARY AND WORKFORCE DEVELOPMENT

Our Annerley-based library continued to be a valuable resource, with an addition 116 resources (now 6,240) items available for loan. The library team responded to information requests, expanded the collection, and provided a welcoming chill-out zone for staff, volunteers and clients.

In a major step forward, we upgraded to single sign on for all staff and volunteers to access electronic resources from any device allowing quick and easy access to the latest information, and also restarted an academic journal club to improve staff knowledge and understanding.

TRAINING AND AWARENESS

Drug ARM partnered with Queensland schools and various agencies to deliver specialist training focused on alcohol and other drug awareness and harm reduction. These sessions helped build understanding and resilience among young people and professionals alike.





- > **Pre-Polling BBQ at Loganlea:** Partnering with Loganlea Community Centre, we hosted a BBQ and pop-up Op Shop during pre-polling, raising funds and fostering community engagement.
- > **BrisSizzle and Sounds:** As a beneficiary of the Lord Mayor's Charitable Trust event, we connected with the community and raised vital funds for outreach.
- > **Opera in the Gardens:** Our longstanding collaboration with three Rotary Clubs brought together 450 attendees to enjoy international superstar's Mirusia's musical magic and support local charitable projects.
- > **Children's Extravaganza Celebrations:** Thanks to the support of our generous sponsors, we were able to send thousands of children and families experiencing disadvantage for a day of respite, fun and memory making at zoos, movie cinemas and circuses across Queensland, New South Wales, and South Australia.

OP SHOPS

Every purchase and donation in our Op Shops supports our Street Outreach Services. Our stores in Capalaba and Toowoomba offer quality goods and a welcoming space for community connection.

In June 2025, our Capalaba team, led by new Op Shops Manager Karen O'Donnell and Team Leader Jerrica Henderson, refurbished the store, launching a brighter space with renewed energy

and community support. This transformation will guide future developments and enhance engagement with customers and volunteers.

Our Toowoomba store continued to deliver a high-quality shopping experience, generating revenue to support our mission.

After careful evaluation, we made the strategic decision to close our Kelvin Grove store to ensure resources are used effectively. We extend heartfelt thanks to all who contributed to its journey.

To our donors, volunteers, and customers - thank you. Your support makes a tangible difference.

OUR CHANGE COMMUNITY

Together, we've built a community where compassion meets action. With 175 years of trusted care, thousands of counselling sessions and outreach patrols each year, and a network of over 250 volunteers and partners, Drug ARM remains committed to walking alongside those on the path to recovery.

Our supporters often tell us it's our ability to combine empathy with impact that sets us apart. We meet people where they are, and stay with them for the journey

If you would like to get involved with Drug ARM, contact our Supporter Care team on 3620 8805 or visit drugarm.com.au

PEOPLE AND CULTURE

Our people are our greatest strength.

From frontline workers and clinical leads to volunteers and students, every individual contributes to a culture of compassion, professionalism, and purpose. In 2024–25, we focused on nurturing our workforce, expanding student opportunities, and celebrating the incredible contributions of our team.

As at 30 June 2025, Drug ARM had 95 dedicated, kind and open-minded staff. About 38% worked full-time, 53% part-time and some were in casual roles. The majority of our team (almost 78%) identified as female

Key people-related initiatives this financial year included the successful role out of:

- > A revised career development structure, including revised position descriptions and job descriptions providing greater guidance around responsibilities and key performance Indicators. In tandem with this, Drug ARM also conducted a remuneration review that better supports professional growth and career development.
- > A new HR platform Employment Hero, marking a milestone in streamlining our recruitment, Induction and human resources processes. The move to Employment Hero has been well-received by staff

STAFF CONFERENCE AND DEVELOPMENT

This year's **All Staff Workshop** brought together team members from across the organisation to connect, reflect, and grow. The event featured professional development sessions, wellbeing activities, and as always a special recognition of service, where we celebrated the dedication of staff who have served Drug ARM for five years or more:

5+ YEARS OF SERVICE

- > Sonia Caglar
- > Karen Edwards

- > Leanne Elliott
- > Herwina Purnama

10+ YEARS OF SERVICE

- > Alex Davis
- > Kirsti Insch

We also proudly participated in sector-leading events such as the **AddictionZ Conference** and the **Australian Winter School Conference**, where our Chief Services Officer, **Kate Budgen**, presented on Drug ARM's innovative student placement model. Her talk, *Cultivating a Sustainable AOD Workforce*, highlighted how our student placement approach is shaping the future of alcohol and other drug services.

STUDENT PLACEMENT PROGRAM

Our **Student Placement Program** embedded in the Community and Family Support Service (CAFSS) continues to be a cornerstone of workforce development. In 2024–25, we received a **record number of applicants for a single intake (over 60)**, with consistent interest from more than 40 students each round. In total, we placed 72 students in the 2024-25 financial year.

We strengthened partnerships with leading universities including **Griffith University, Australian College of Applied Professionals, Queensland University of Technology, University of Queensland** and the **Australian Institute of Professional Counsellors, Torrens University** and supported students not only into employment but also into further education, including **Masters programs**.

One student shared that a peer who hadn't gone through CAFSS was unable to return to placement after encountering a suicidal client. In contrast, students who had completed CAFSS were confident and well-prepared, thanks to the gentle, structured introduction to suicide risk assessments provided by our team.

We also collaborated with external organisations such as **UnitingCare**, the **Domestic Violence Action Centre**, and **Employment Plus**, offering students diverse training opportunities and real-world experience.



KYLE'S STORY

“For me, Drug ARM’s placement program allowed me to broaden my horizons and deepened my capacity to help others through counselling.

Through my hands-on interactions with the clients, I learned to value the personal stories they would share and what truly matters to them as individuals. The student placement program’s supportive environment encouraged my growth and led me to meaningful discussions with my supervisors and peers about how we can enhance our care.

I also discovered the importance of validating client’s choices, even when our perspectives differed, and embraced every experience as a learning opportunity.”

RECOGNISED BY THEIR PEERS

In 2024-25, Drug ARM’s Family Support Program Case Worker Terri Bromley was nominated for a Child Protection Week Award in Toowoomba, and Breakthrough for Families Support Facilitator Barb Hill was recognised at the Suicide Prevention Australia QLD LiFE Awards for her work in the Mackay Whitsundays region. While our team didn’t take home their respective awards, their nominations are a testament to the impact they make every day.

VOLUNTEERS

Volunteers are the heart of our organisation.

They make up **83% of our workforce**, and many of our **Community and Family Support Service, Op Shop, and Street Outreach Services** are almost exclusively run by volunteers. This year, our volunteers contributed an estimated **39,580** hours of service—bringing warmth, dedication, and community spirit to everything they do.

Volunteer numbers have declined due to cost-of-living pressures, but our commitment to growing and rewarding our volunteer workforce remains strong. During **National Volunteer Week**, we celebrated the incredible impact of our volunteers and shared stories of their contributions.

STAFF WELLBEING AND SUPERVISION

Supporting our team’s wellbeing is a priority. This year, we continued to offer:

- Access to our **Clinical Lead** for supervision and support
- **Employee Assistance Program (EAP)** services
- A focus on psychological safety and resilience-building across teams
- We also explored new ways to measure and enhance wellbeing.

In 2024-25, our clinical staff had access to internal, external and group supervision, with 92 internal sessions provided to 23 supervisees and 107 group sessions delivered. Staff also had access to our Clinical Lead for more immediate secondary consultations if they required on-the-job advice.

During the reporting year, 221 secondary consultations were provided. All new clinical staff attended induction training as part of our onboarding process, with 50 induction sessions held throughout the past financial year.

LOOKING AHEAD

As we continue to grow, we remain committed to cultivating a sustainable and skilled alcohol and other drug workforce, expanding student and volunteer engagement, prioritising staff wellbeing and professional development, and recognising and celebrating the contributions of our people.

At Drug ARM, people aren't just part of the organisation, they are the organisation. Their passion, expertise, and care are what make our mission possible.

JUDY'S STORY

"I was very isolated for nine years. A psychologist told me to get out more... and I thought, the only thing that doesn't cost money is volunteering."

That's how one of our incredible volunteers Judy began their journey with Drug ARM. What started as a way to reconnect with the world, make friends and also a fun activity, has grown into a life filled with purpose, connection, and community.

"I volunteer at the op shop, help with homework through The Smith Family, and visit a nursing home. I also go to TAFE, so I fit it all in."

Judy has been volunteering with us for over two years now at the Capalaba Op Shop, and she's stayed because of the people.

"The people are great. We all get along really well. Everyone has their part they enjoy, and it just works."

Her favourite part? Working in the back room tagging items.

"I don't like the front end or the display window. I like tagging. Adell does the pricing. Everyone has their little part they like."

Volunteering has helped Judy build confidence and friendships.

"I used to be a lot quieter. I didn't want to go anywhere. But I've made good friends here, and I feel like I can be myself."

"I didn't expect to make such good friends. And I'm not very good with other people. I'm straight to the point, and not everyone handles that well but here, it works."

Judy likes that she's seen the impact of her work firsthand.

"We help the street outreach program. That's the best part of knowing you're helping people. I don't have to be here. I want to be here."

Flexibility is key.

"I used to do Monday, Wednesday, and Friday, but now I've cut Wednesdays. It's easy to fit around my schedule."

And the vibe?

"The vibe's great. It's just a lot of fun."

Her advice to new volunteers is, "*Do what makes you happy. You're not made to do things you don't want to do. If you like taping boxes, do that. If you like putting clothes in boxes, do that. You can choose.*"

No reservations. No regrets.

"I was okay from day one. You just pay attention, see what's happening around you, and work it out."

GOVERNANCE

Our Board of Directors plays a vital role in guiding Drug ARM with a deep commitment to public trust. Throughout the year, the Board met regularly to oversee the organisation's strategic direction, ensure responsible management, and uphold our mission to serve communities affected by alcohol and other drug harms.

With a diverse range of expertise spanning medicine, health services management, financial services, business development, ministry and religious organisations, and education management, our Board brings a rich tapestry of knowledge and leadership to the organisation.

MEET OUR BOARD

- > Ken Walker – Chair from October 2024
- > Hon Dr John Mickel – Vice Chair
- > Peter Henderson OAM – Treasurer
- > Harold Peacock – Chair to October 2024
- > Rev David Baker
- > Rev Graeme McKay
- > Dr Kevin Lambkin
- > Leonie Short
- > Dr Rama Spencer
- > Dr Dennis Young AM – Company Secretary
- > Brad Strong – Executive Director

To learn more about our Board members and their backgrounds, visit our website www.drugarm.com.au/our-team

STRATEGIC FRAMEWORK 2025-2035

In 2025, our Board held a series of Future Directions workshops, ultimately leading to the launch of our new 10-year Strategic Framework - a bold and long-term commitment to addressing complex challenges that cannot be solved overnight. This framework reflects our dedication to longevity and impact, building on our 175-year legacy of service.

Anchored in four strategic pillars - **Our People, Our Programs, Our Partners, and Our Foundation** - the framework positions us to realise our vision of flourishing people and communities living free

from the harms of alcohol and other drug use.

- > **Our People:** Empowering a values-driven, resilient workforce.
- > **Our Programs:** Delivering responsive, evidence-based care across the continuum.
- > **Our Partners:** Amplifying reach and impact through collaboration.
- > **Our Foundation:** Ensuring long-term sustainability, accountability, and honouring our legacy.

Together, these pillars guide our efforts to create lasting change and support those most affected by alcohol and other drug harms.

QUALITY CERTIFICATION

Drug ARM is proud to have been **recertified under the Human Services Quality Framework and ISO 9001 Standards**, affirming our commitment to continuous improvement, service excellence, and accountability in all aspects of our operations.

BUILDING A SUSTAINABLE FUTURE

Our Board is actively preparing for the urgent and pressing need to maintain and expand our services as the demand for our services continues to grow, so too does the need for significant funding to ensure we can not only sustain but also strengthen the vital support we provide.

While some of our healthcare services are supported by the Government, we rely heavily on fundraising, bequests and donations to operate our Street Outreach Services, and cover the gaps where government funding falls short, including for our counselling, group and family programs.

We have been able to continue our work with careful stewardship of our reserves but this approach is no longer sustainable. So we can continue delivering these essential services, and importantly respond to the ongoing need, we're calling on the community of support.

With rigorous planning already in place and strong leadership guiding our vision, with further support we are well positioned to maintain the impact we've built over 175 years and ensure we're positioned to grow and serve even more people in the future.



CELEBRATING LEGACY AND LEADERSHIP

On Tuesday 29 April 2025, Drug ARM proudly unveiled our new Honour Board, a tribute to the visionary leaders who have shaped our mission since its inception. The unveiling, led by Dame Quentin Bryce AD CVO, Australia's 25th Governor-General, marked the conclusion of our 175-year celebrations.

This Honour Board recognises the individuals whose leadership and service have guided Drug ARM and its founding body, the Drug Awareness & Relief Foundation (Australia). Their dedication laid the foundation for the trusted, community-focused organisation we are today.

Pictured: Drug ARM current and former Board and Committee Members with the Honour Board. (L – R: Harold Peacock, Bevon Luhrs, Rev Graeme McKay, Tony Markwell, Dame Quentin Bryce AD CVO, Dr Kevin Lambkin, Leonie Short, Peter Henderson OAM, Dr Dennis Young AM, Brad Strong, Ken Walker)

FINANCIAL HIGHLIGHTS

As a not-for-profit organisation, Drug ARM is deeply committed to delivering life-changing services to individuals and communities affected by alcohol and other drug issues. Our financial model reflects both the challenges and the resilience required to sustain and grow our impact.

WHERE OUR FUNDS COME FROM

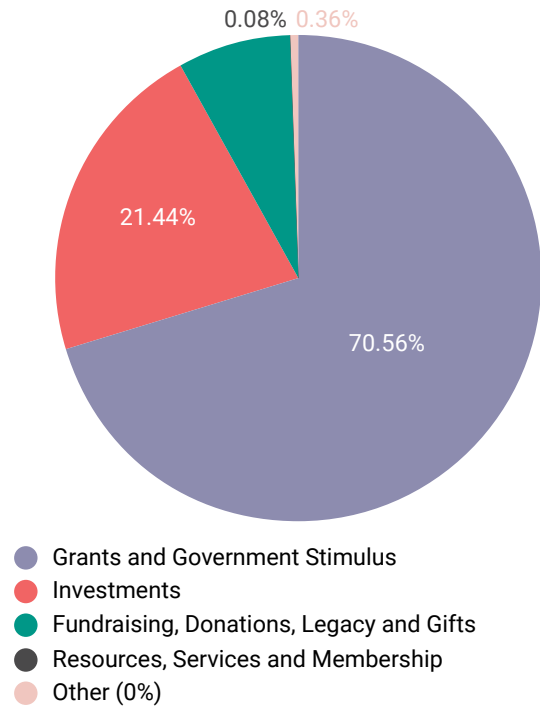
While we are grateful for the support we receive from government bodies, our ability to deliver specialised and responsive services relies heavily on the generosity of our community. Fundraising efforts, bequests, and donations are vital to the operation of our Street Outreach Services, the purchase and fit-out of specialty vehicles, and the enhancement of our programs. These contributions empower us to reach people where they are, offering care and connection in moments of greatest need.

WHERE IT GOES

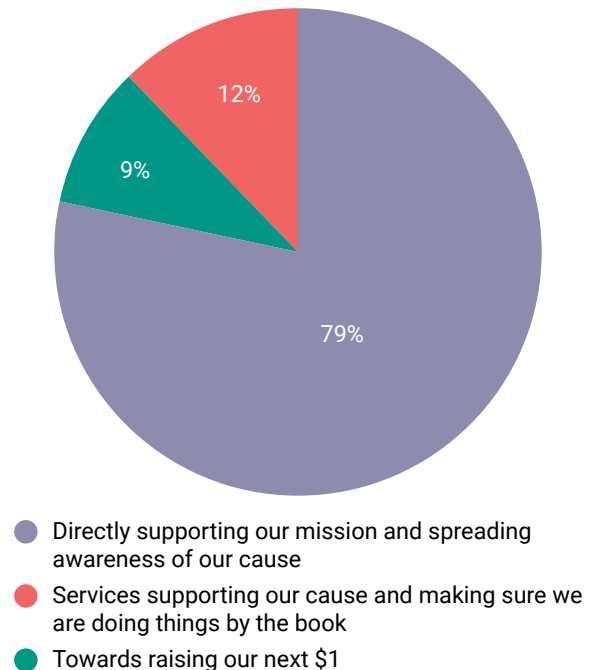
Providing effective, person-centred care comes at a cost. Much of the transformation we see begins with one-on-one interactions - moments that require time, compassion, and expertise. That's why we invest heavily in the quality and capability of our staff and volunteers. Every dollar is directed toward equipping our team with the tools, training, and support they need to deliver the highest standard of care.

Through strategic partnerships and community donations, we are also able to deliver healthcare services that meet people where they are - physically, emotionally, and socially. These investments ensure that our mission is not only sustained but continually strengthened.

WHERE FUNDING FOR DRUG ARM'S PROGRAMS CAME FROM IN 2024/25



HOW YOUR SUPPORT WAS INVESTED IN 2024/25



OUR SINCERE THANKS

We extend our heartfelt appreciation to all those who have stood with Drug ARM over the past year. Your generosity and belief in our mission have made a tangible difference in the lives of individuals and families affected by alcohol and other drug issues.

Thanks to your support, our dedicated teams have been able to deliver high-quality services across 21 hubs throughout Queensland and into the northern New South Wales border region. Your contributions help us reach more people, more effectively.

To our monthly donors, your ongoing commitment is a source of strength and stability. To our corporate partners, your continued support and collaboration are deeply valued. And to our government funders, thank you for your trust and investment in the wellbeing of our communities.

We also acknowledge everyone who has donated goods to our Op Shops or made purchases—your involvement helps keep our Street Outreach Service vans on the road, bringing care and connection to those who need it most.

A special thank you goes to those who have included Drug ARM in their wills. These lasting gifts are vital to ensuring we can continue offering compassionate, life-changing support for years to come.





**Thank you for shopping, donating and
volunteering with Drug ARM Op Shops**

***Your support is positively
transforming lives!***





WE NEED YOUR SUPPORT

While we do receive some support from government, we rely heavily on fundraising and donations to reach out and reduce the harms of alcohol and other drugs. Please contact us to get involved today:



**Book us to visit
your church**



**Enter into a
corporate partnership**



**Join our monthly
giving program**



**Leave a gift
in your will**



**Make a one
off donation**



**Share your
story of impact**

FURTHER INFORMATION

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